



Citizen and Employee Strategic Input

Resources for the City's Context Map and SWOT Analysis

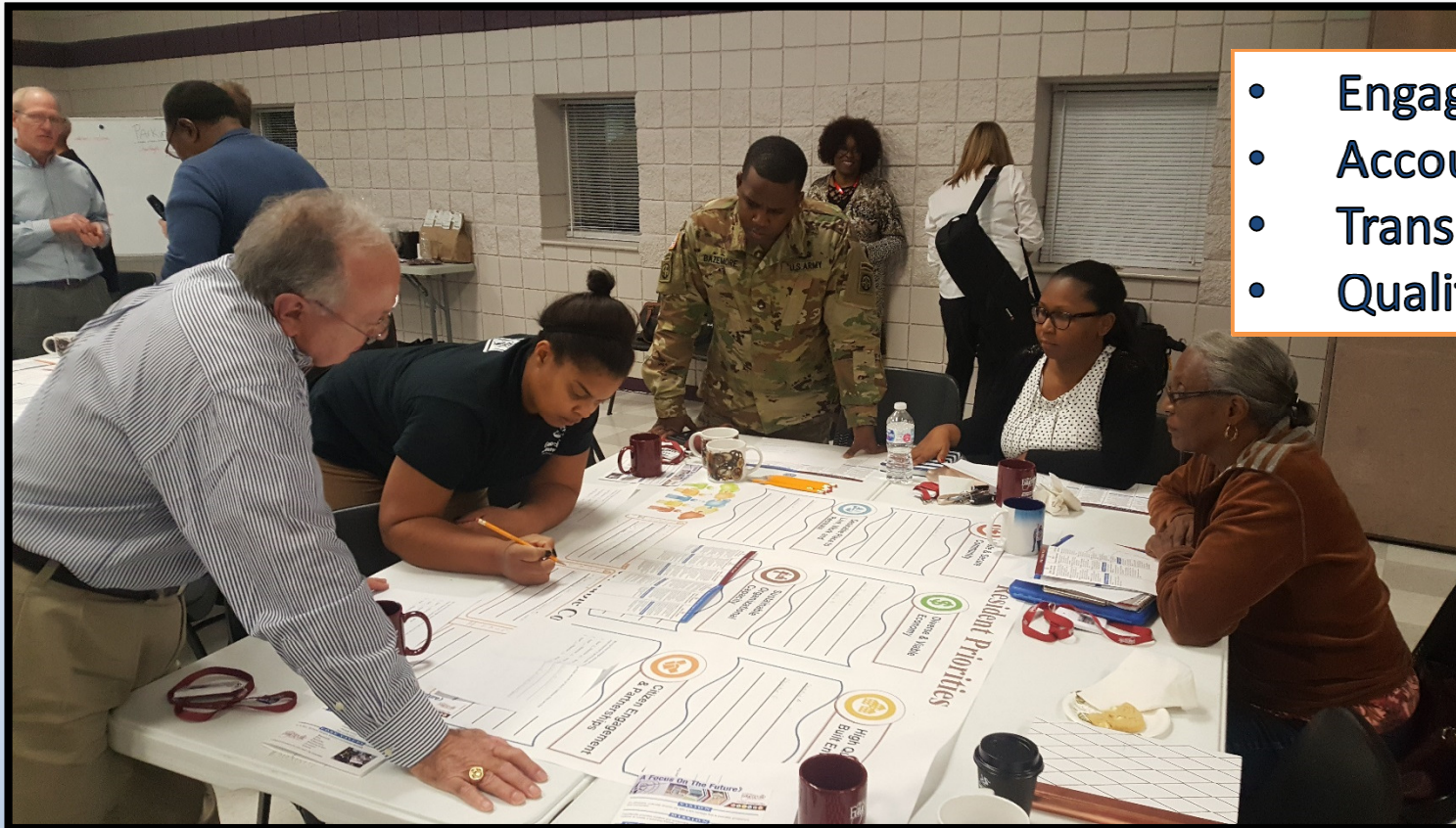
1. 2018 Café Conversation
2. 2015 Resident Survey
3. 2017 Social Capital Survey
4. 2017 Employee Survey and Focus Group Sessions
5. 2018 SMT Retreat



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2018 Café Conversation!



- Engagement
- Accountability
- Transparency
- Quality

Jan. 11 Event was an opportunity for residents to provide input to the City's strategic plan and to help set priorities for the City in the coming fiscal year.



2018 Café Conversation!

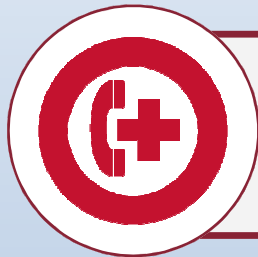
Past Performance Results

- Residents believe the City is achieving strategic goals relating to:
 - Safe and Secure community- Goal I
 - Sustainable Organization - Goal V
 - Citizen Engagement- Goal VI
- Residents do not believe the City is achieving strategic goals relating to:
 - The local economy- Goal II
 - Infrastructure- Goal III
 - Quality of life issues- Goal IV
- Residents feel the City is meeting or exceeding service performance expectations in all goals except the local economy and infrastructure.
- Residents feel the City is moving in the wrong direction on infrastructure.



The City's Goals 2023

City Council identified six goals that we hope to achieve in five years. These strategic goals focus on outcome based objectives. They are the path that we must take to achieve the community's vision.



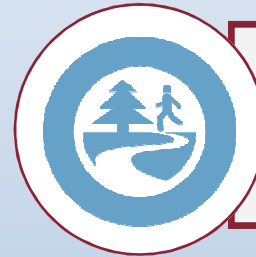
**Safe & Secure
Community**



**Diverse & Viable
Economy**



**High Quality
Built Environment**



**Desirable Place to
Live, Work and
Recreate**



**Sustainable
Organizational
Capacity**

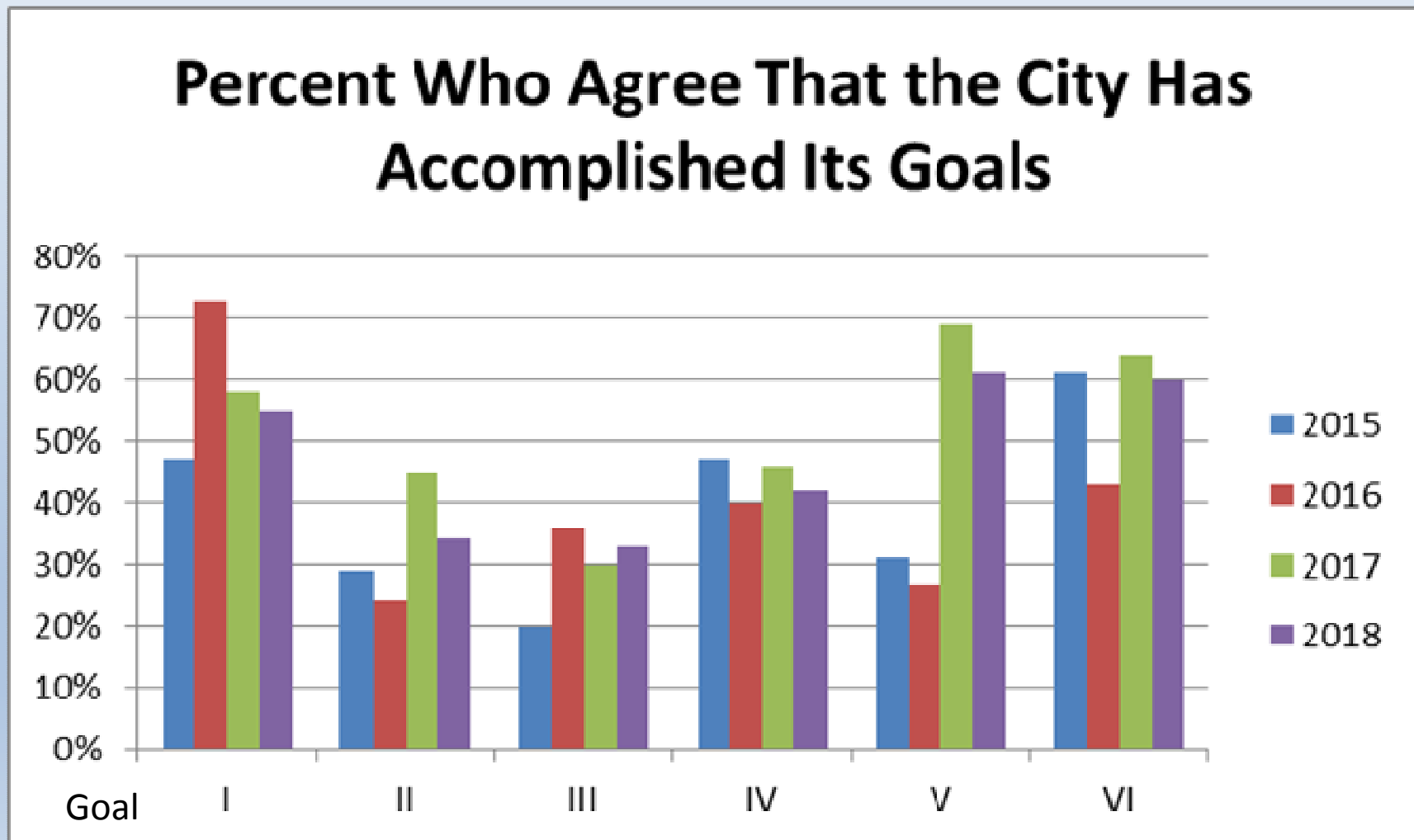


**Citizen Engagement
& Partnerships**



2018 Café Conversation!

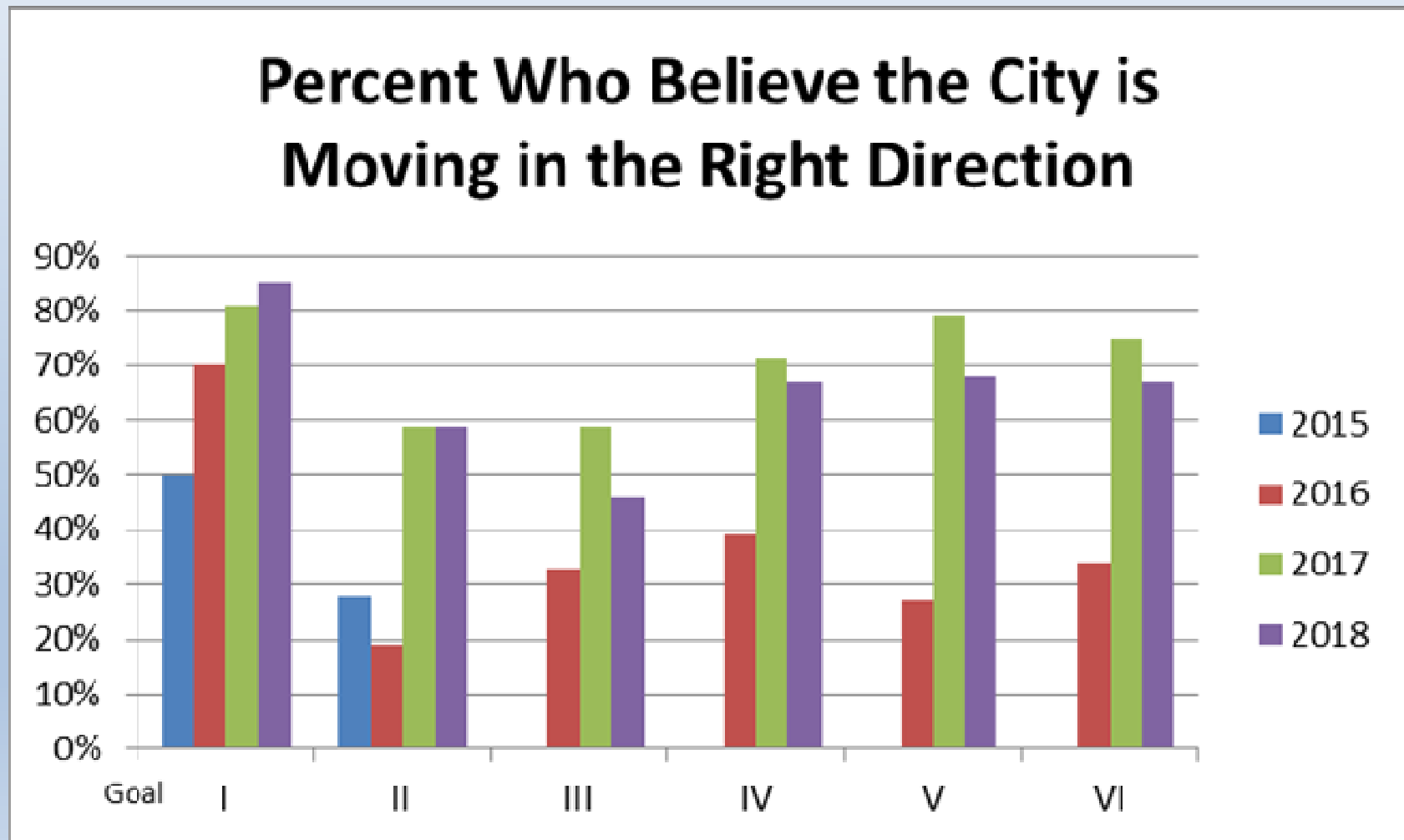
Historical Trends





2018 Café Conversation!

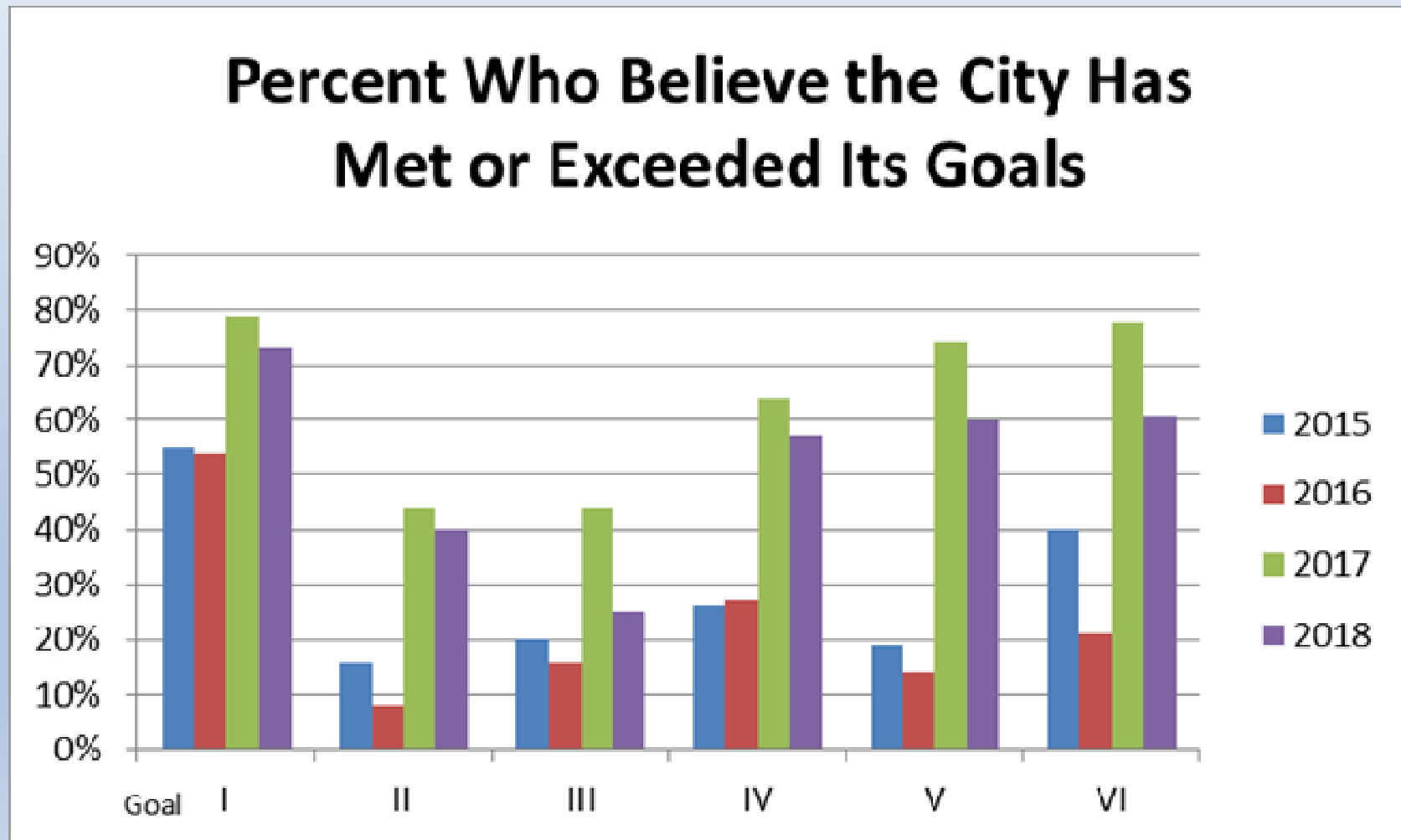
Historical Trends





2018 Café Conversation!

Historical Trends





2018 Café Conversation!

Priorities for the Future

Resident priorities for the coming year focus on:

- The perception of safety in the community
- Job creation and economic well-being
- Increased walkability in the form of sidewalks, trails, and greenspaces



Full report provided by the Office of Strategy and Performance Analytics.

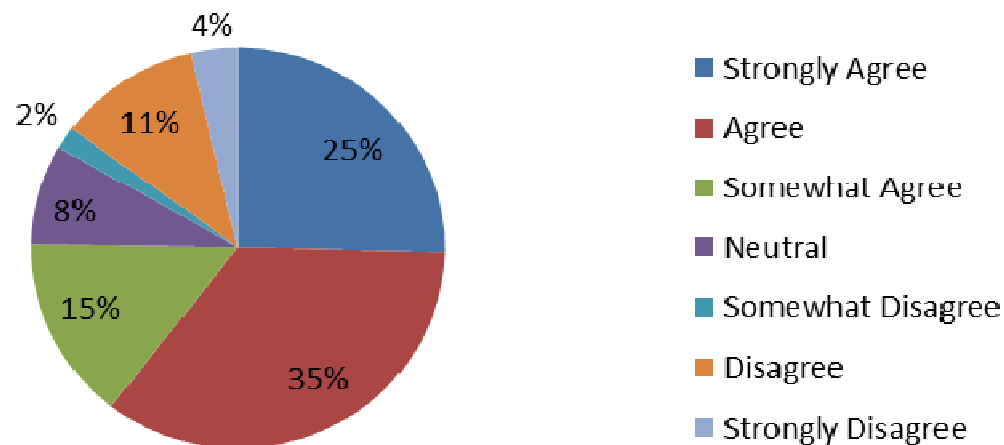


2018 Café Conversation!

The City's Vision

Participants were asked if the stated vision of the City encompassed all aspects of their individual visions for Fayetteville and 75% agreed that it did. The one element participants noted that could be more evident in the City's vision is inclusiveness.

Peaceful, Prosperous, and Connected captures my vision for Fayetteville



Full report provided by the Office of Strategy and Performance Analytics.

City of Fayetteville 2015 Resident Survey Findings

Provided by
ETC Institute



January 2016

Full report provided ETC.
The biennial citizen survey will be conducted again in the spring 2018

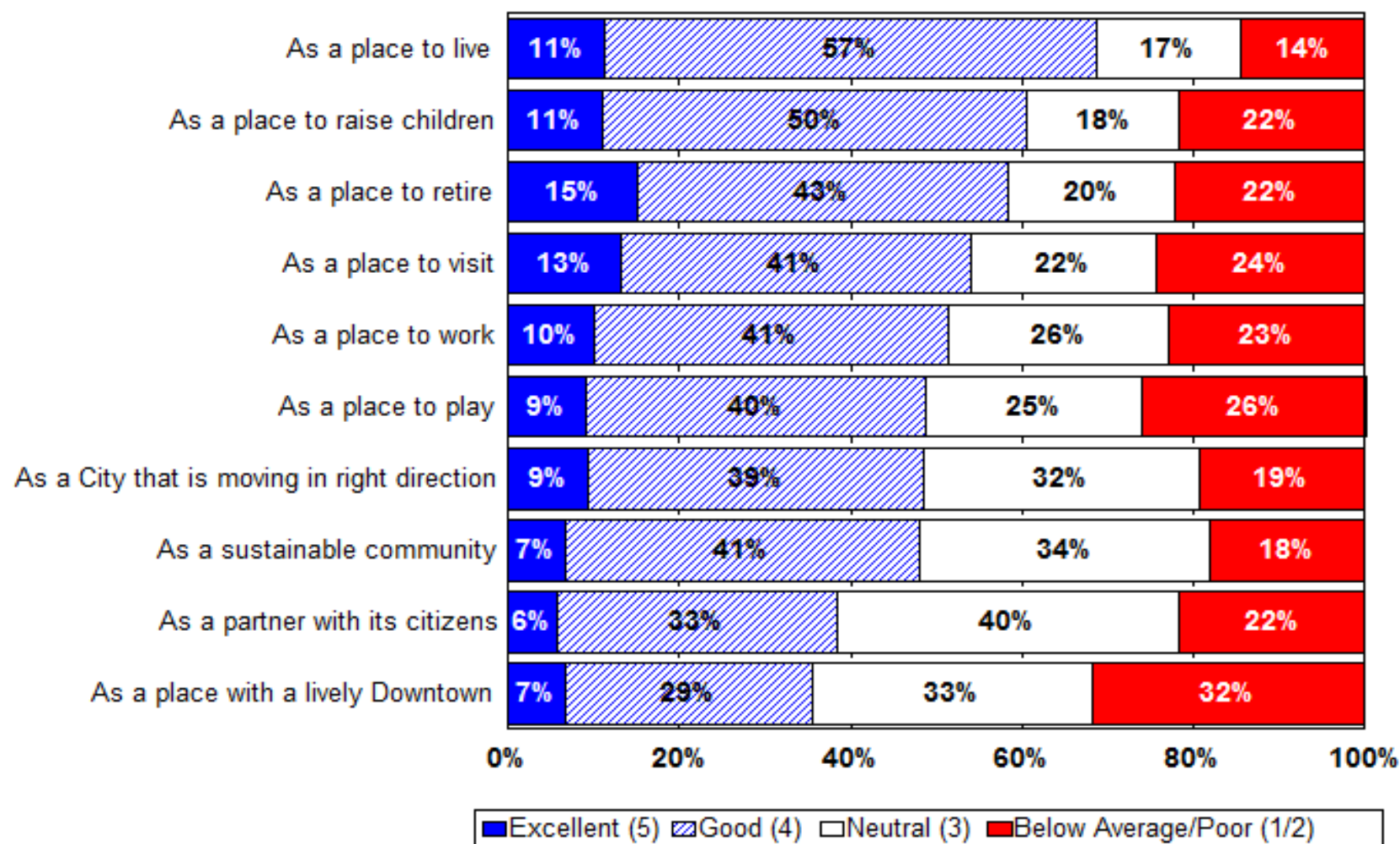


Bottom Line Up Front

- Residents Generally Have a Positive Perception of the City
- Overall Satisfaction has stayed about the same since 2013
- Satisfaction with Most City Services is about the Same Throughout the City
- In order to improve overall satisfaction with City services, the City of Fayetteville should emphasize the following areas:
 - ❑ Traffic flow
 - ❑ Maintenance of City streets
 - ❑ Economic & Business Development
 - ❑ Police services

Q18. Overall Ratings of the City

by percentage of respondents (excluding don't knows)

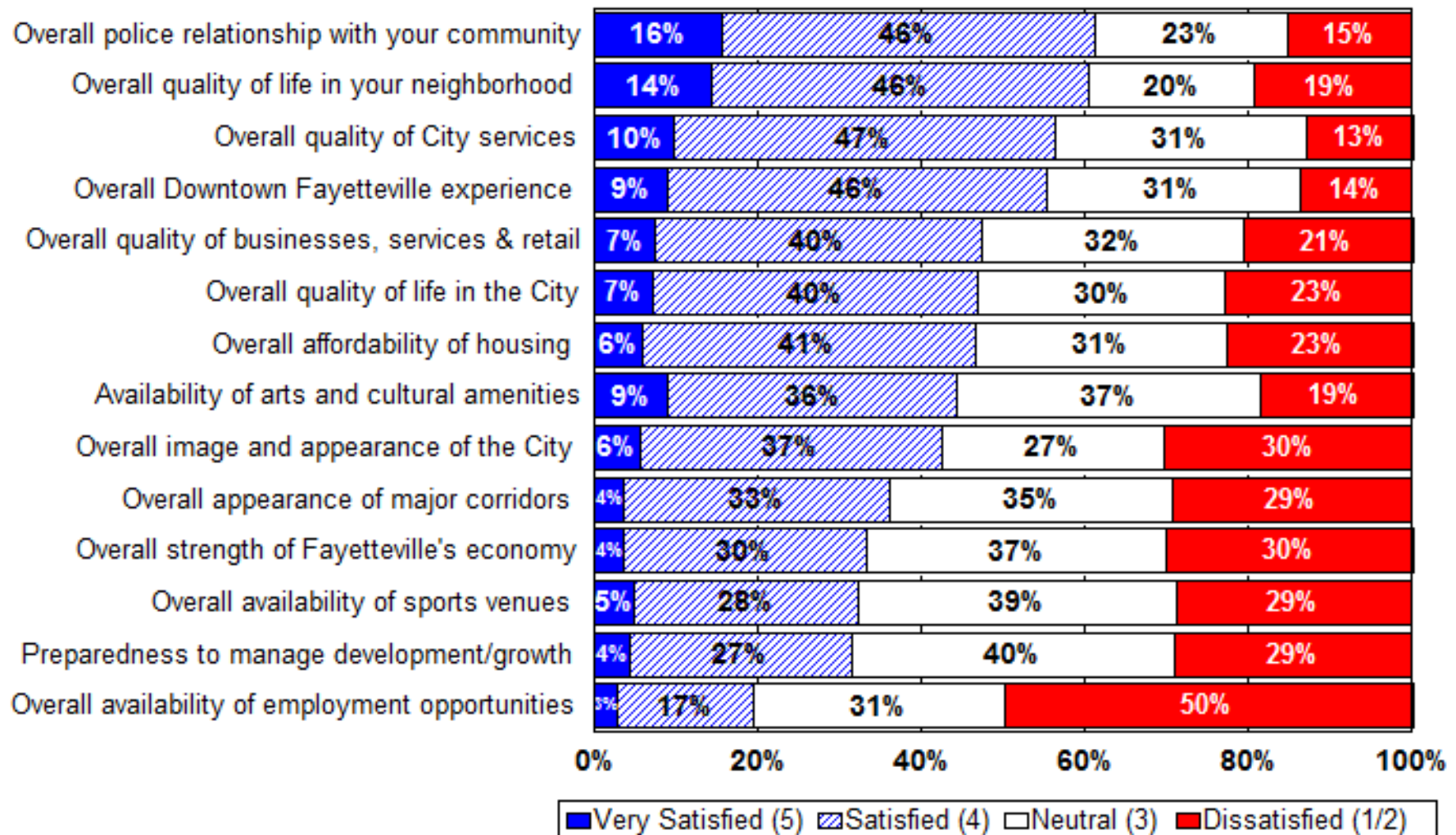


Source: ETC Institute (2015 City of Fayetteville Resident Survey)

The Ratio of Positive (Blue) to Negative (Red) Ratings Was Greater than 1.0 in All Areas

Q3. Satisfaction With Items That Influence Perceptions of the City of Fayetteville

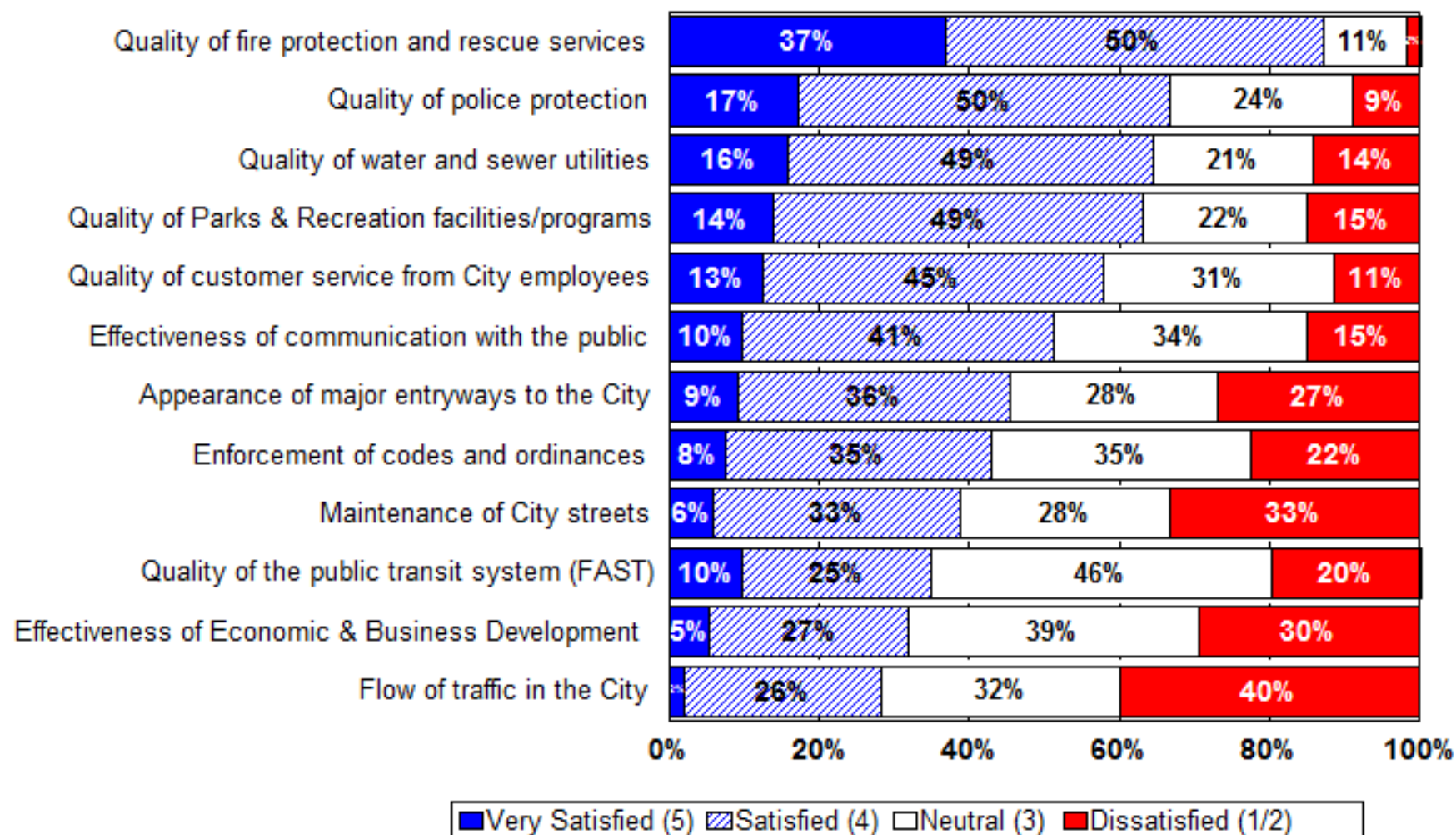
by percentage of respondents (excluding don't knows)



Only 13% of Residents Were Dissatisfied With the Overall Quality of City Services Provided

Q1. Satisfaction With Major Categories of City Services

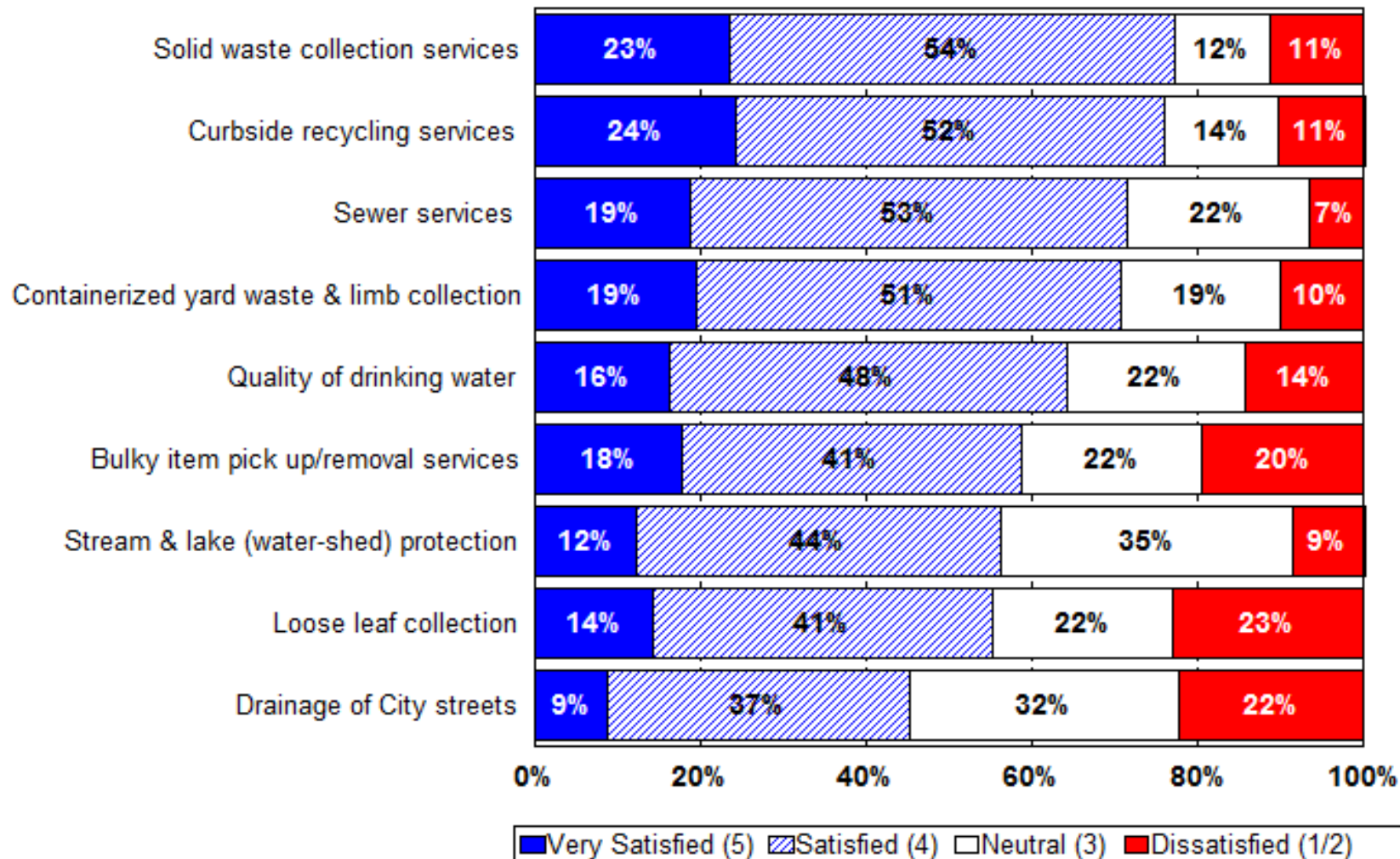
by percentage of respondents (excluding don't knows)



With the Exception of the Flow of Traffic in the City, Fewer than One-Third of those Surveyed Were Dissatisfied with Any of the Major City Services That Were Rated

Q14. Satisfaction with City Utility Services

by percentage of respondents (excluding don't knows)



Source: ETC Institute (2015 City of Fayetteville Resident Survey)

Fewer than One-Fourth of those Surveyed Were Dissatisfied with Any of the City Utility Services That Were Rated

Areas With the Largest Increases Since 2013

- Overall police relationship with community (+9%)
- City efforts to prevent crime (+9%)
- Ratings of Las Vegas as a place to live (+8%)
- Overall quality of new commercial development (+8%)
- Ratings of Las Vegas as a place to raise children (+7%)
- Availability of swimming pools (+7%)
- Overall quality of new residential development (+6%)
- Condition of sidewalks (+6%)
- Quality of police protection (+6%)
- Cleanliness of City streets (+5%)
- Time it took for Customer Service to answer request (+5%)

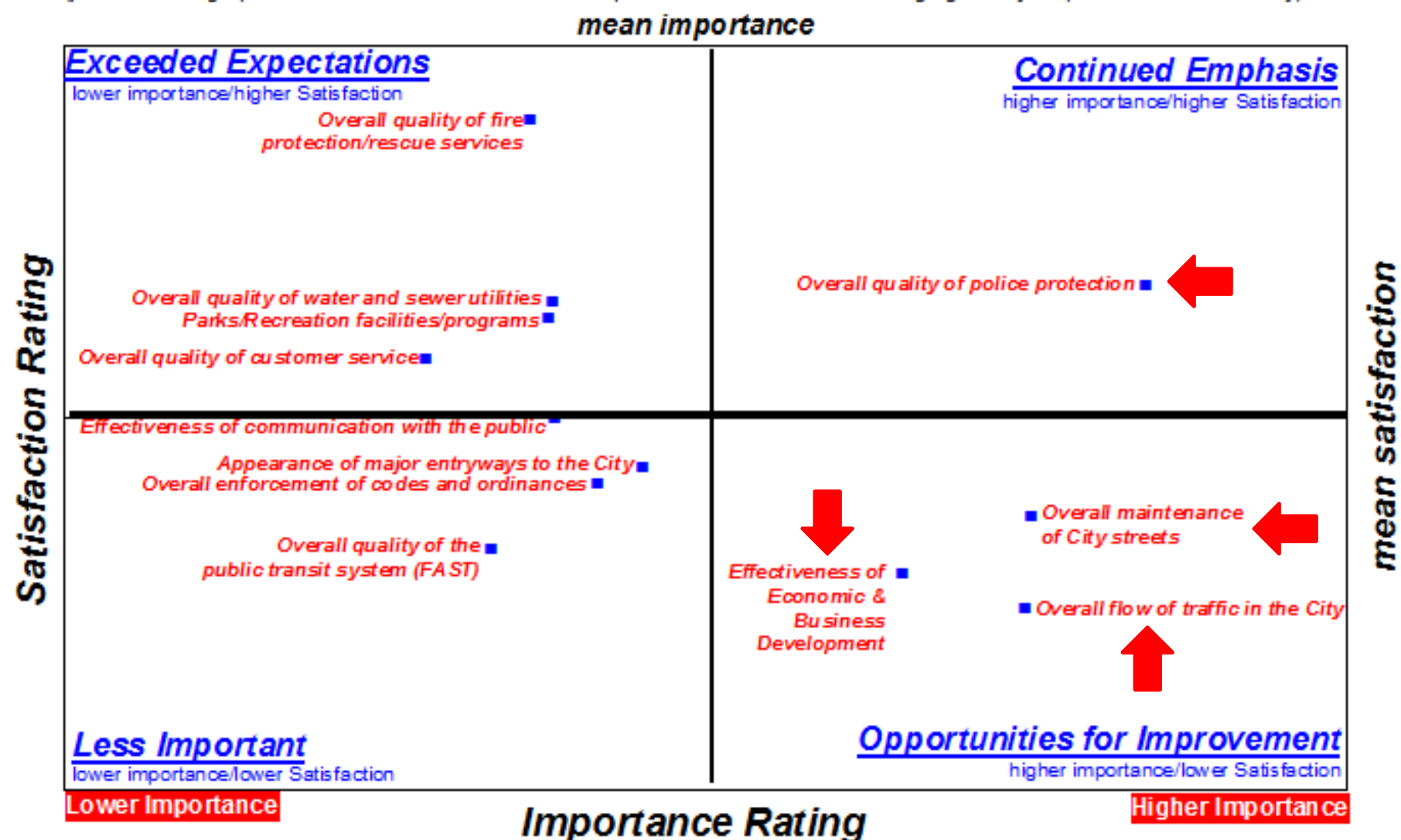
Areas With the Largest Decreases Since 2013

- Drainage of City streets (-8%)
- Ordinances to prevent illegal development activity (-7%)
- Enforcement of illegal uses (-7%)
- Bulky item pick up/removal services (-7%)
- Quality of water and sewer utilities (-6%)
- Enforcement of the sign ordinance (-6%)
- How quickly street repairs are made (-6%)
- Adequacy of public parking in Downtown (-6%)
- Feeling of safety while walking alone in parks during the day (-5%)
- Customer service by parks and recreation staff (-5%)
- Graffiti removal (-5%)
- Availability of information about City programs/services (-5%)

City of Fayetteville Resident Survey Importance-Satisfaction Assessment Matrix

-Overall City Services-

(points on the graph show deviations from the mean importance and satisfaction ratings given by respondents to the survey)



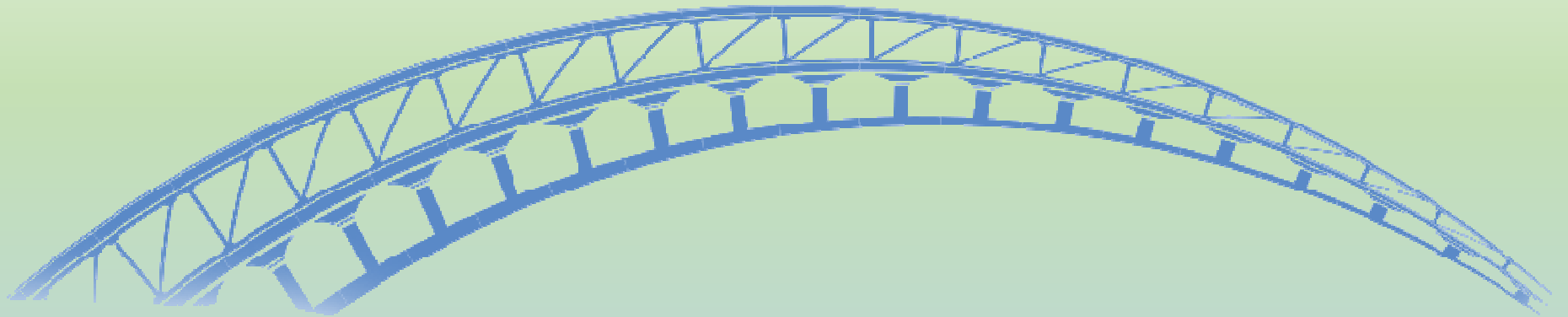
Source: ETC Institute (2015)



Greater Fayetteville United

Working to *Bridge the GAP* in

Social Capital



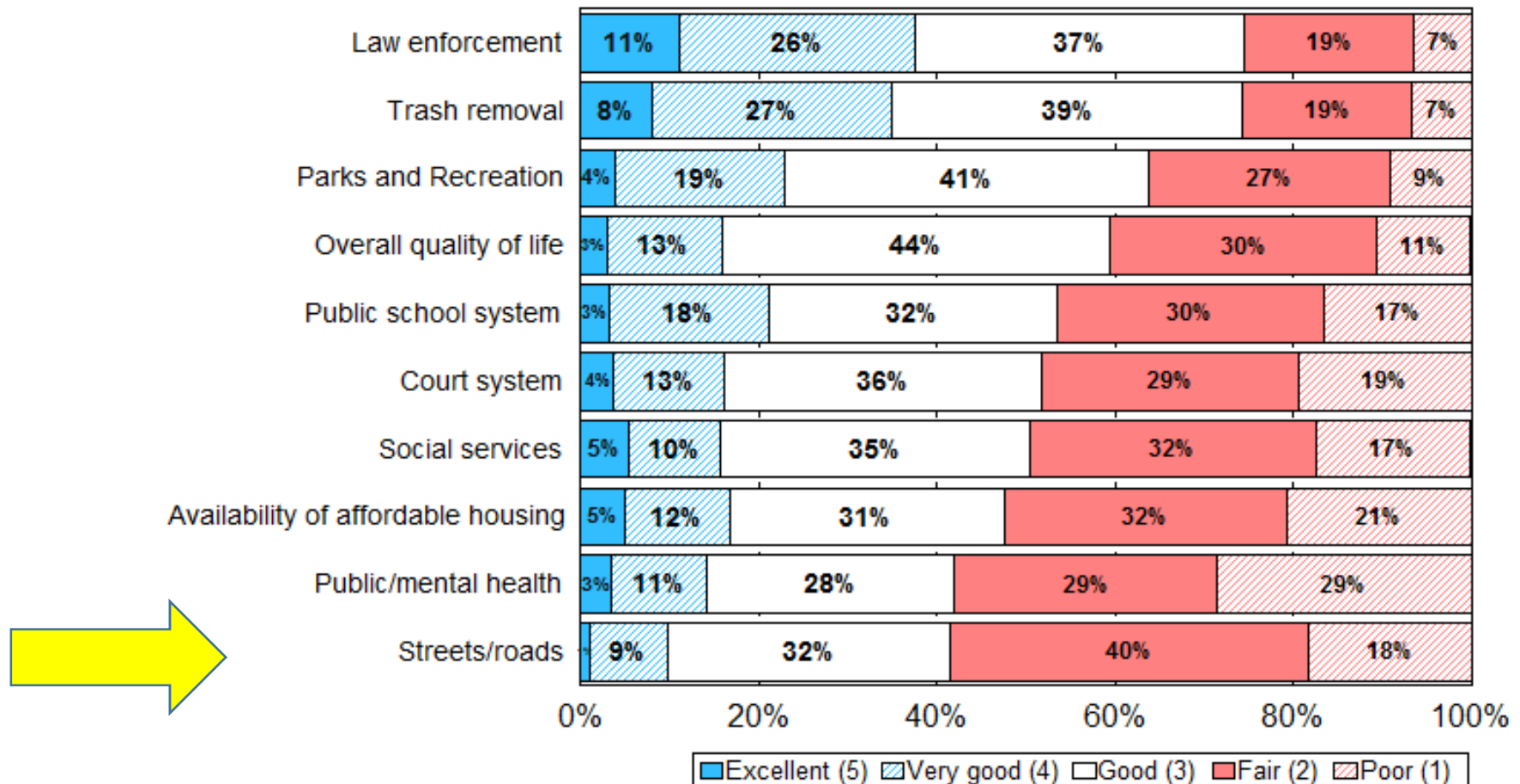
for the City of Fayetteville and
Cumberland County

September, 2017

Full report provided GFU

Q27. Perceptions of Cumberland County and Its Municipalities

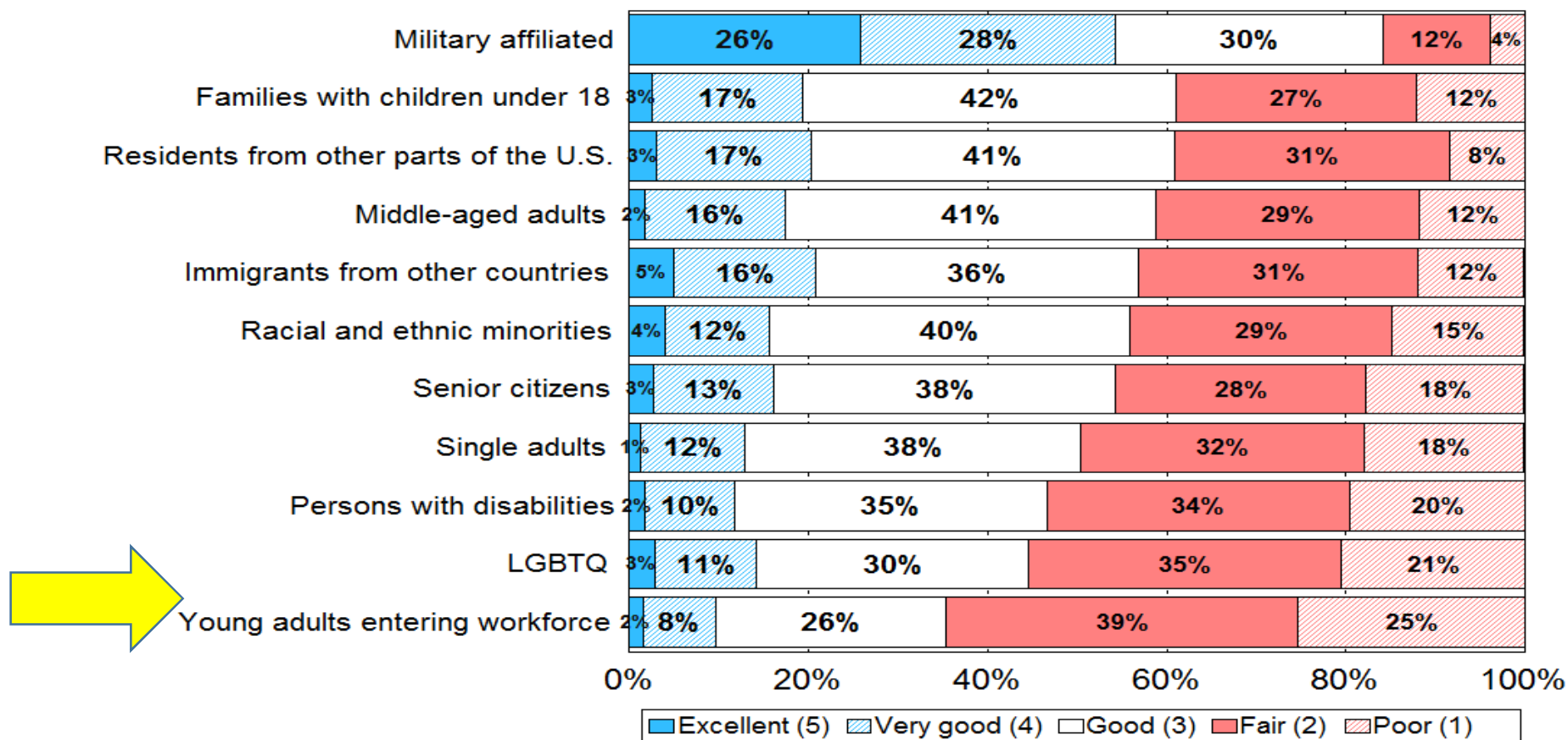
by percentage of respondents (excluding "don't know")



Over 70% of Residents Gave Positive Ratings to Law Enforcement and Trash Removal, but There Are Concerns with Availability of Affordable Housing, Public/Mental Health and Streets/Roads

Q28. Perceptions of Cumberland County & Its Municipalities as a Place to Live for Various Groups of People

by percentage of respondents (excluding "don't know")

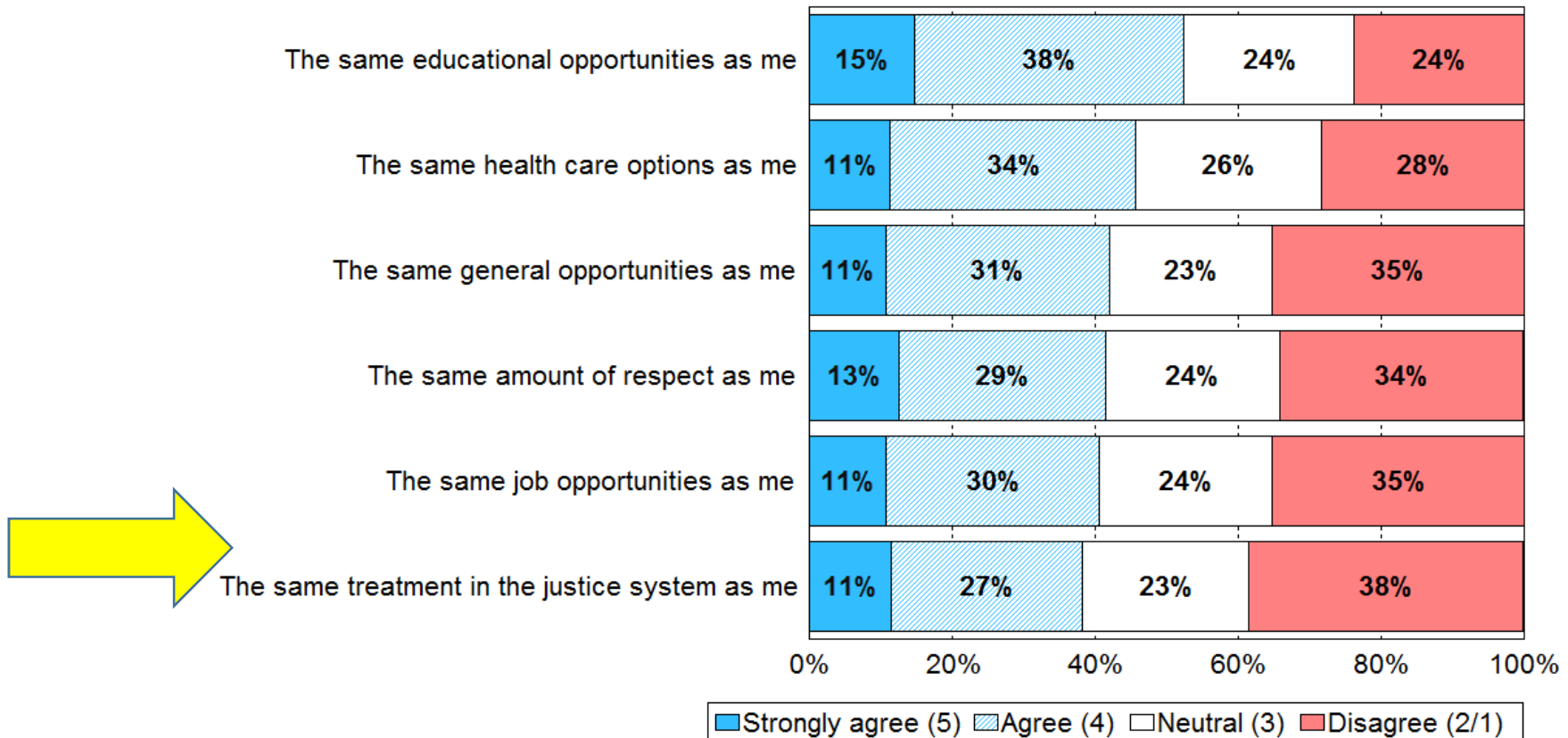


Over 80% Gave the County Positive Ratings as Place to Live for Military Affiliated; Less Than 50% Gave Positive Ratings as a Place to Live for Persons with Disabilities, LGBTQ & Young Adults Entering the Workforce

Q30. Level of Agreement with Various Statements

by percentage of respondents (excluding "don't know")

In general, members of different race, cultures, and ethnicities in Cumberland County receive:

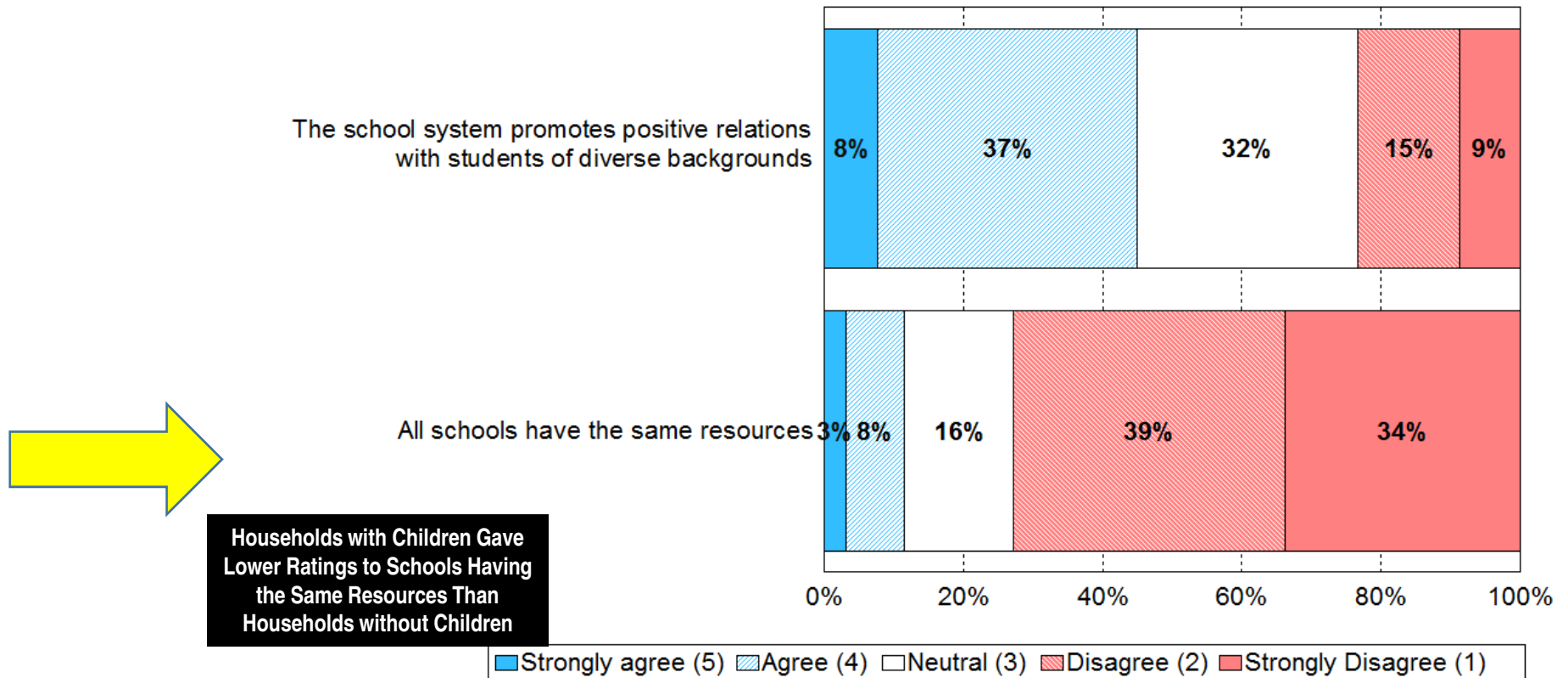


Source: ETC Institute (2017 - Greater Fayetteville United)

38% of Residents Feel Members of Different Race, Cultures, and Ethnicities Have the Same Educational Opportunities, but Only 41% Feel They Have the Same Job Opportunities

Q33. Level of Agreement with Various Statements Regarding the Cumberland County School System

by percentage of respondents (excluding "don't know")

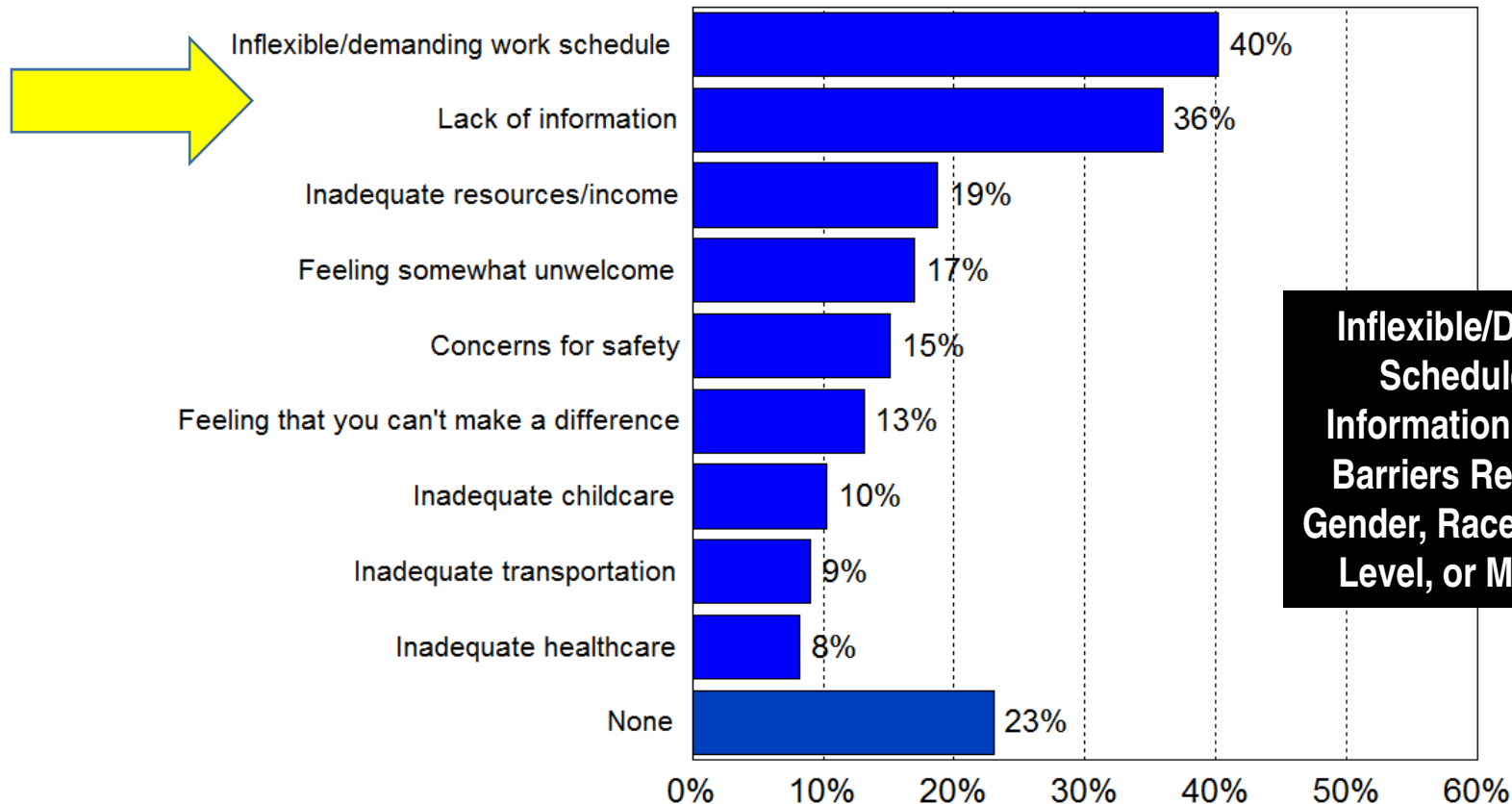


Source: ETC Institute (2017 - Greater Fayetteville United)

Most Residents Do Not Feel That All Schools in the Cumberland County School System Have the Same Resources

Q9. Obstacles or Barriers Making It Difficult for Respondents to be Involved With Their Community

by percentage of respondents (multiple selections could be made)

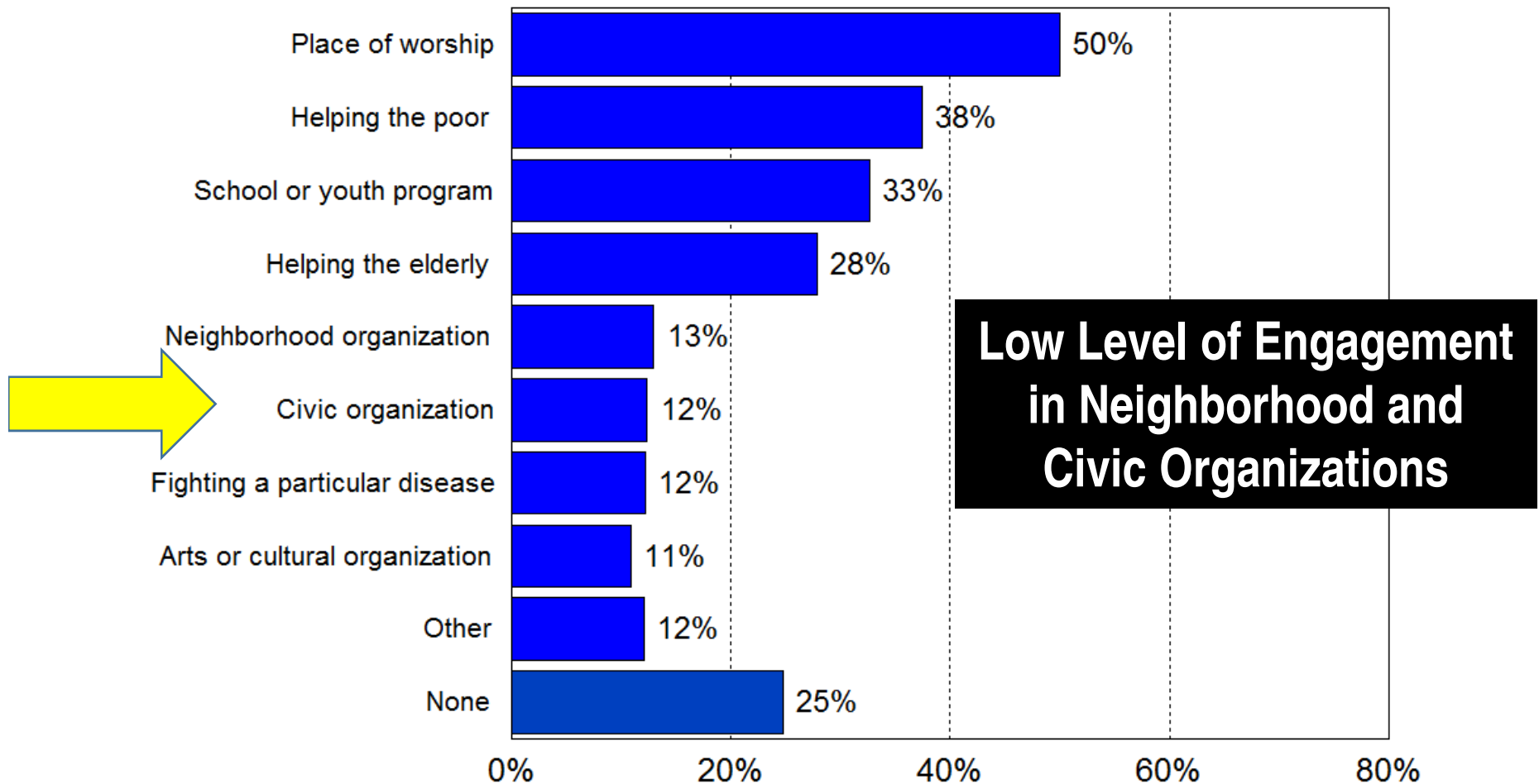


Source: ETC Institute (2017 - Greater Fayetteville United)

77% of Residents Have Some Obstacle or Barrier Making it Difficult for them to be Involved with the Community; by far the Top Two Obstacles/Barriers Are an Inflexible/Demanding Work Schedule and Lack of Information

Q8. Organizations or Causes That Respondents Have Volunteered to Do Work with in the Past 12 Months

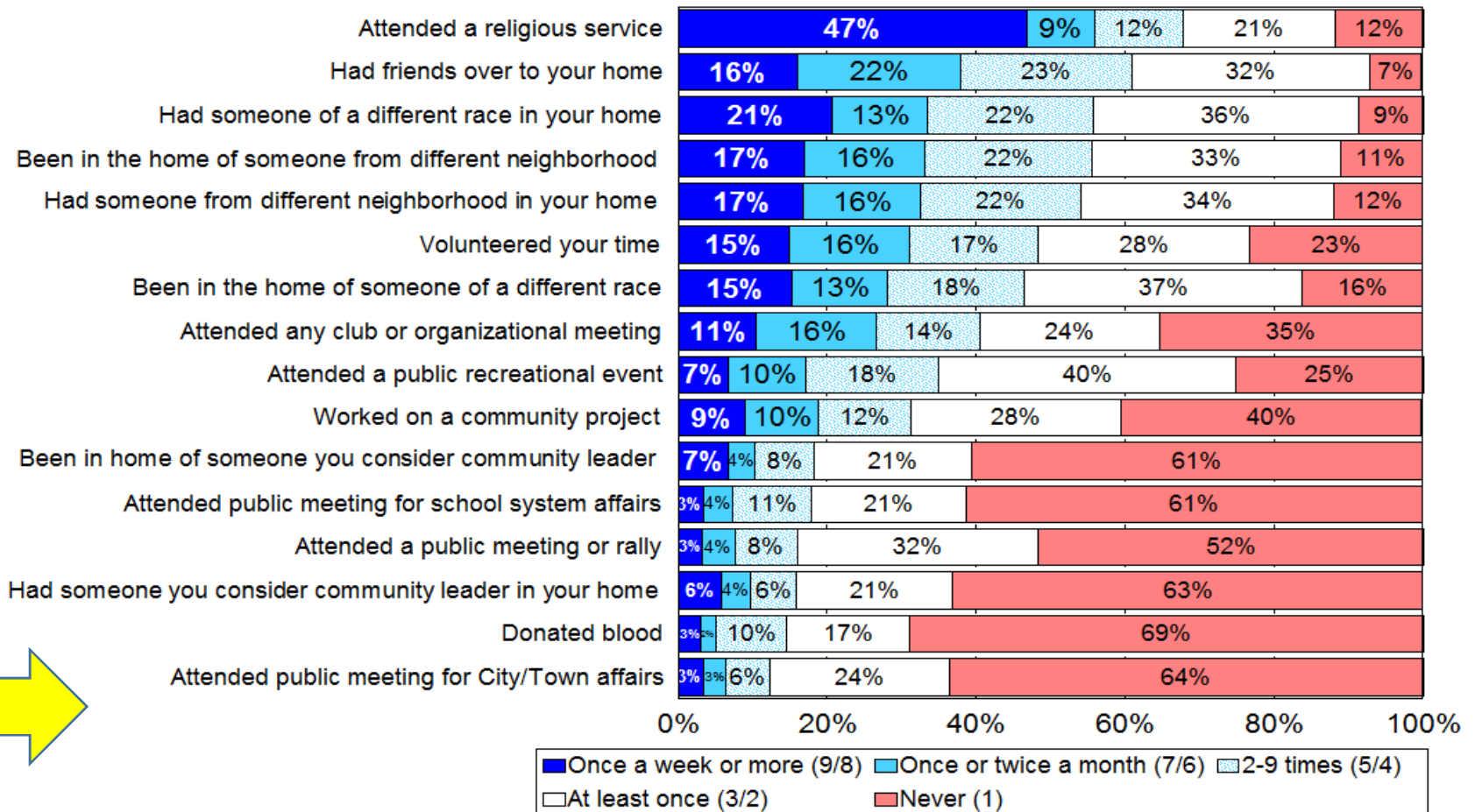
by percentage of respondents (multiple selections could be made)



75% of Residents Have Volunteered in the Past 12 Month; 50% Have Volunteered Through a Place of Worship

Q6. How Many Times in the Past 12 Months Respondents Have Done the Following

by percentage of respondents (excluding "don't know")



Source: ETC Institute (2017 - Greater Fayetteville United)

47% of Residents Have Attended a Religious Service at Least Once a Week in the Past 12 Months; 64% have never attended a public meeting for City.

GFU- Working to *Bridge the GAP* in Social Capital

SURVEY GAP FOCUS AREAS



- HIGH engagement in religious organizations but LOW engagement in neighborhood and civic (City) opportunities.
- Barriers for Engagement -- Inflexible/Demanding Work Schedule and Lack of Information.
- A HIGH perception of law enforcement but LOW perception of streets & roads, public health & mental health and affordable housing.
- School do NOT have the same resources
- Members of different races, ethnicities and cultures do NOT have the same treatment in the justice system.
- HIGH perception of Cumberland County as a place to live for military affiliated, but LOW perception for persons with disabilities, LGBTQ, and young adults.



City of Fayetteville 2017 Employee Survey and Focus Groups

Full survey report provided Insight Research



Employee Survey Major Findings

Positive Results

- **Mean response scores increased over 2014 scores on 83% of the statements**
- **Four out of the six key general statements are near the recommended mean score of 4.7**
- **Customer service, City goals, and City core values are high priorities for employees**



Employee Survey Major Findings

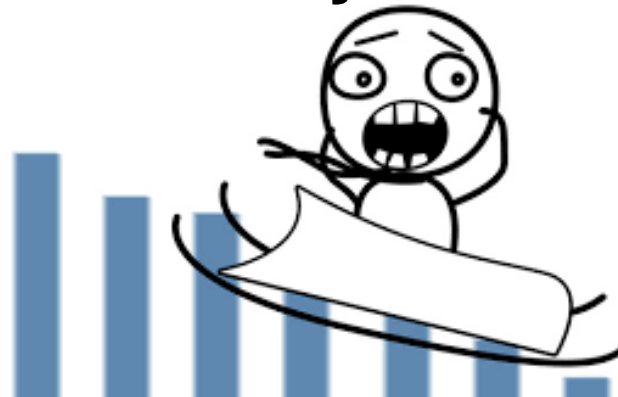
Opportunities for improvement

- **Employees skeptical that survey results will be utilized to improve workplace conditions**
- **Employee appreciation, communication between management and employees, and City processes for addressing poor performance and grievances received low mean scores**
- **Professional development and job training scores exhibited a downward trend from 2014**
- **Overall employee satisfaction shows a significant decline in the 5-9 years of service demographic**



Gaps addressed in the Employee Focus Groups

1. Employee Appreciation
2. Communication between leadership and front line employees
3. Process for dealing with poor performance
4. Overall employee satisfaction declines after 5 years of employment





Recommendations from the Employee Focus Groups

1. **Develop City Council protocol- Adhere to standards for communication/ treatment/ roles/boundaries as it relates to employees.**
2. **Develop two way communication between City Managers and front line employees- Be visible.**
3. **Solidify and develop Senior Management Team, working on Organizational Development, break down silos, create cross functional initiatives, innovation, ensuring sustainability.**
4. **Pay for performance and consistent adherence to City administrative policy- Hold supervisors and Directors responsible.**
5. **Invest in adequate ODT, training and technology.**
6. **Create a position for employee advocate.**

Senior Management Team Retreat

December, 2017

Top Five Strategic Gaps

Based on the large and small group exercises and open discussion there were several reoccurring themes impacting all City services.

Goal 5

- Organizational Development & Training
- Technology Shifts and Impact on Services
- Project Scope Creep
- Policy Direction and Communication

Goal 6

- Community Partnerships

